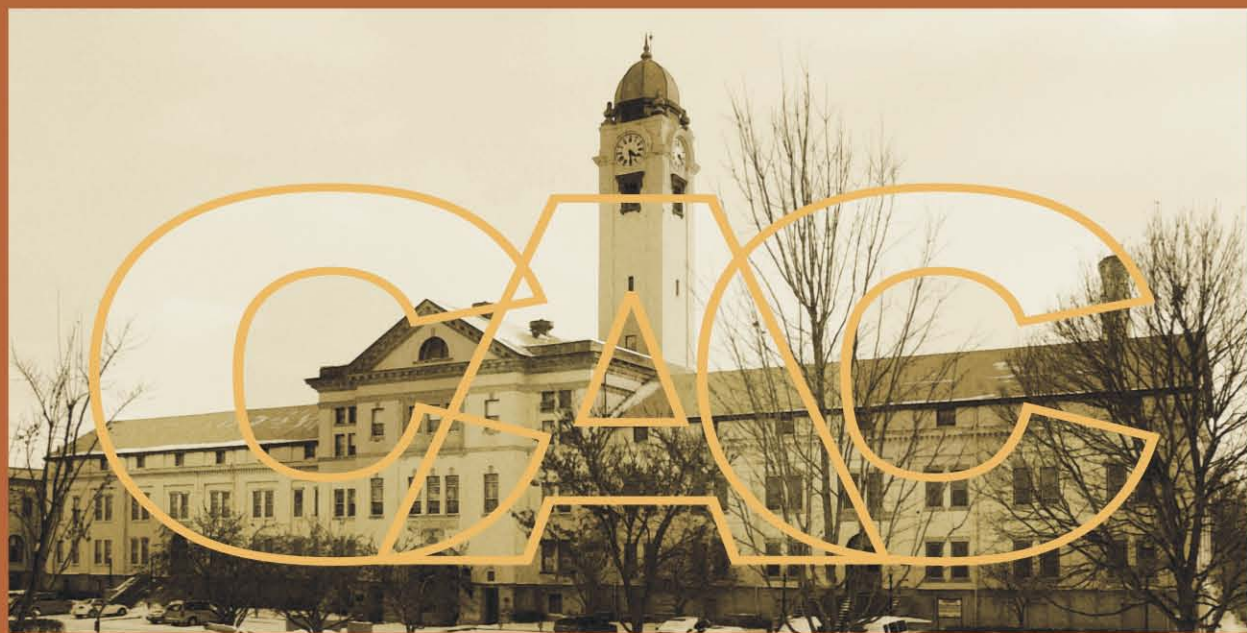


# United States Army **Combined Arms Center**



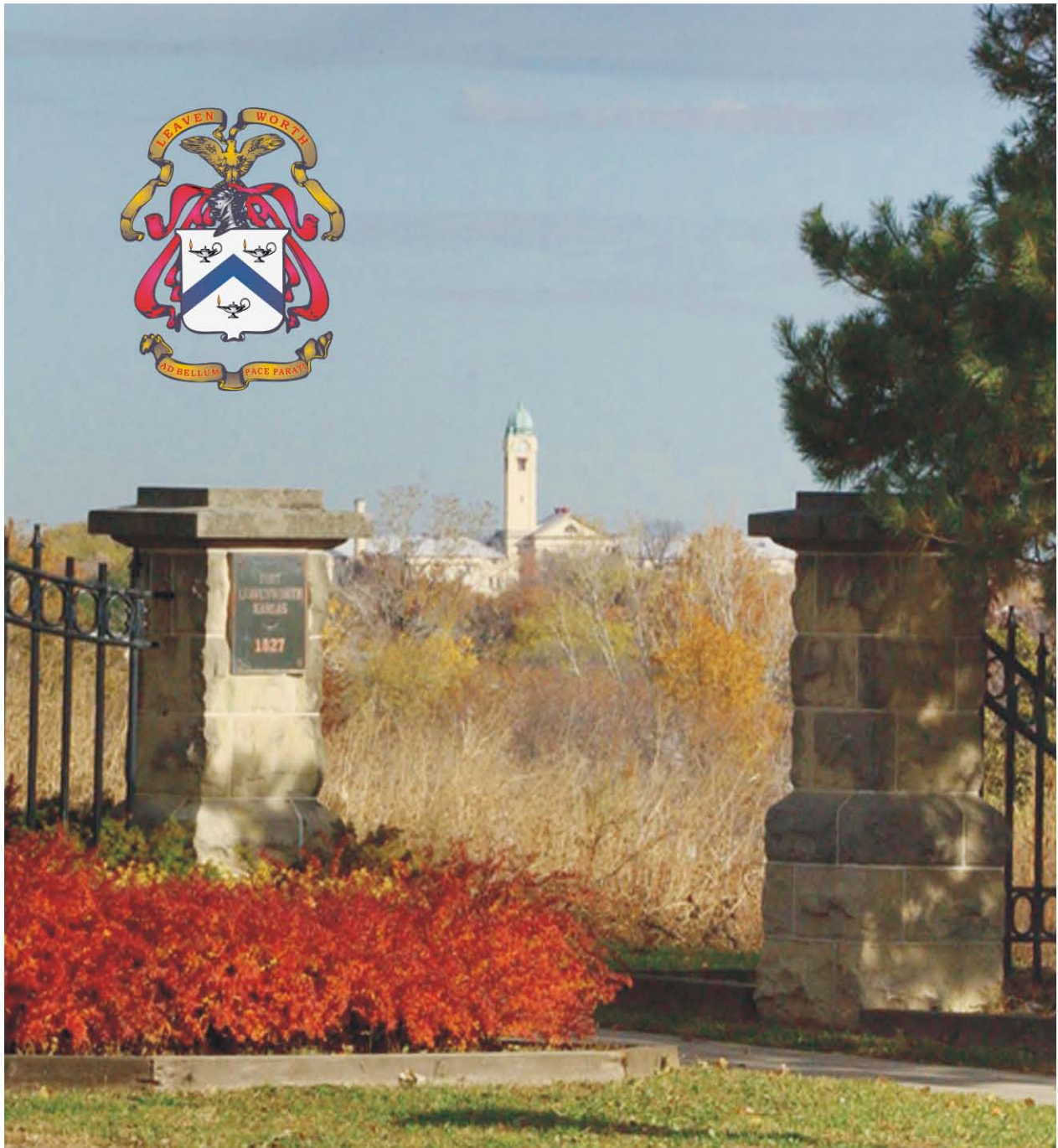
Fort Leavenworth, Kansas



## **The Gateway to the Army's Future**

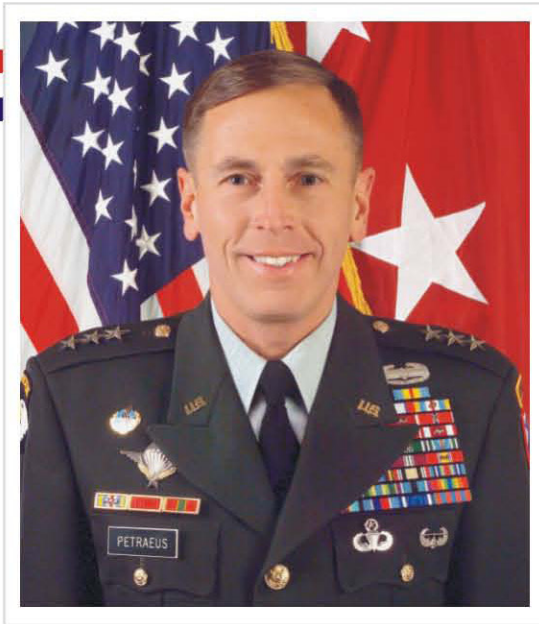


United States Army  
**Combined Arms Center**  
Fort Leavenworth, Kansas



Historical View of the Right Side of Fort Leavenworth's Front Gate on Grant Avenue, Looking Towards the Northeast

# From the Commanding General



Welcome to historic Fort Leavenworth! For nearly two centuries, this post on the western bank of the Missouri River has served our Nation and our Army, initially as a frontier outpost during America's expansion westward and then as an important military installation.

Today, Fort Leavenworth is home to the headquarters and many of the subordinate elements of the US Army's Combined Arms Center, among them the Command and General Staff College, the Combined Arms Doctrine Directorate, the Center for Army Leadership, the Battle Command Training

Program, the Center for Army Lessons Learned, the Combat Studies Institute, *Military Review*, and a variety of other organizations.

The command at Fort Leavenworth has often been described as one of the Army's key "engines of change." As such, it directs the revision of Army doctrine to reflect the environment in which our forces are operating; oversees officer instruction at Leavenworth and nine combat arms branch schools across the country, as well as throughout the noncommissioned officer education system; supports the conduct of large training exercises at the National and the Joint Readiness Training Centers and in the Battle Command Training Program; collects and disseminates lessons from the training at those centers and from ongoing contingency operations around the world; and oversees the integration of the new force designs and new battle command systems adopted as part of the ongoing transformation of our Army's structures and command and control systems.

Because of the missions performed by the command at Fort Leavenworth, General Carl Vuono noted while serving as the Army's Chief of Staff that, "The path to a trained and ready Army runs through the gates of Fort Leavenworth." Those who are part of the organizations overseen by the command here are proud of the roles they are playing to help ensure that our Army is, indeed, trained and ready to address the threats our country currently faces and those likely to emerge in the decades ahead. It is, in short, an exciting time to be assigned to this historic post and a privilege to soldier with those who are extending the tradition of service that has, for nearly two centuries, been the hallmark of Fort Leavenworth.

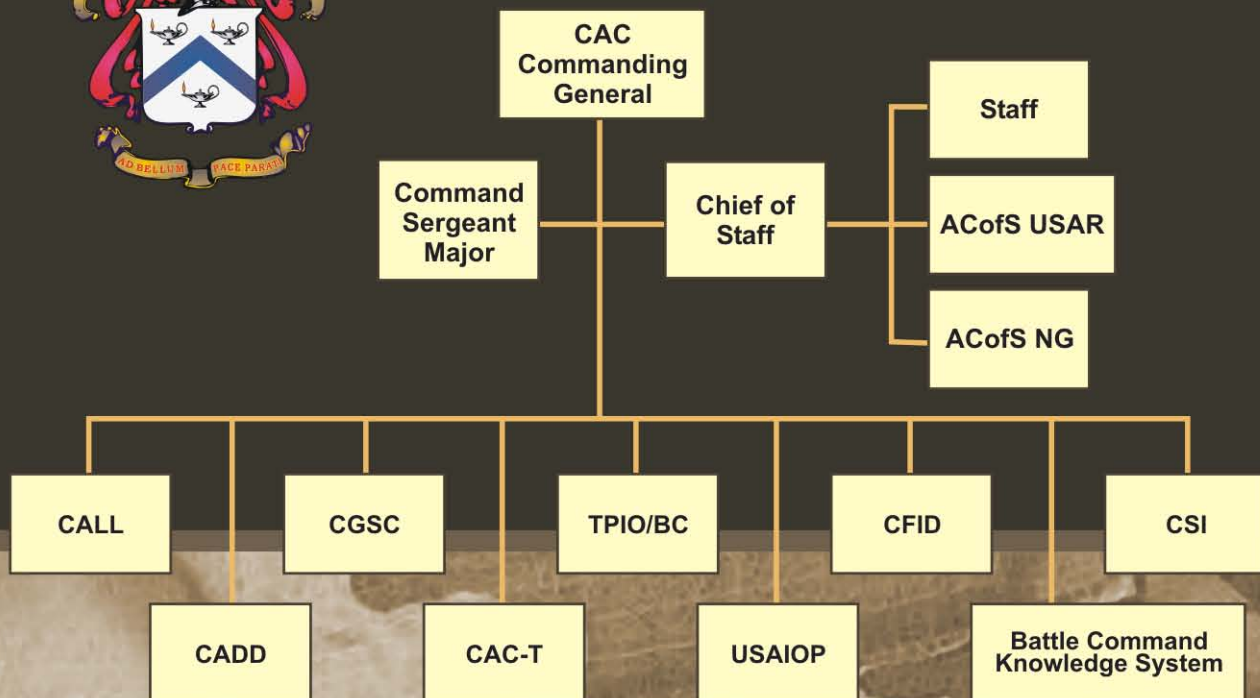
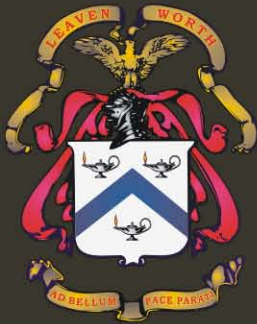
DAVID H. PETRAEUS  
Lieutenant General, US Army  
Commanding



# COMBINED ARMS CENTER

## CAC Organization

The Combined Arms Center located at Fort Leavenworth, Kansas, is organized both to support an Army at war and to develop the future force. In its principle role, CAC provides leadership and supervision for leader development and professional military and civilian education; institutional and collective training; functional training; training support; battle command; doctrine; and lessons learned. CAC also serves as a catalyst for change in specified areas the commanding general, Training and Doctrine Command, designates to sustain the development of relevant-and-ready expeditionary land formations with campaign qualities in support of the joint force commander.



16 TRADOC Centers, Schools, and Activities

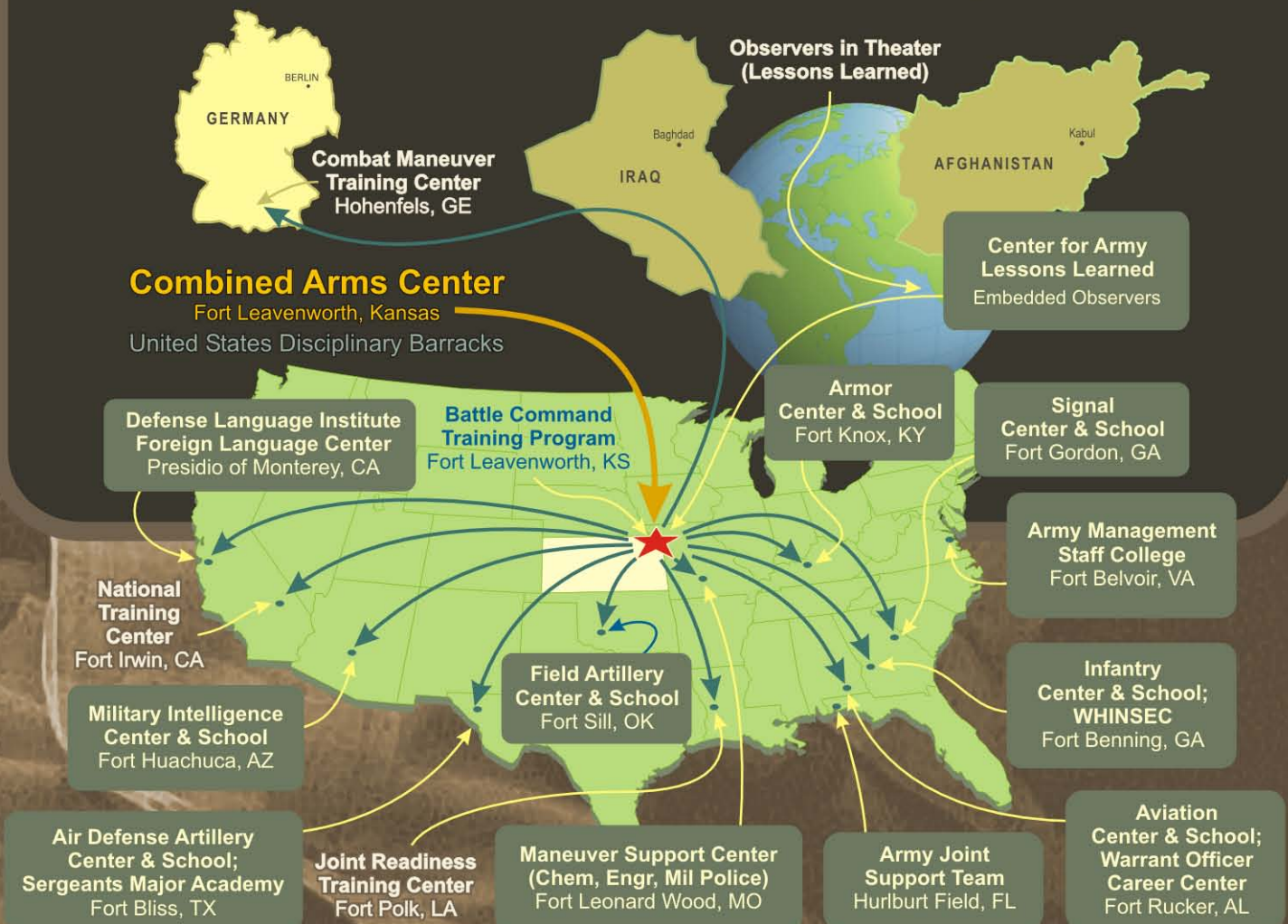


# Major Subordinate Organizations

CAC has nine major subordinate organizations at Fort Leavenworth directly involved in doctrine, training, leader development, and battle command.

- Center for Army Lessons Learned (CALL)
- Combined Arms Doctrine Directorate (CADD)
- Command and General Staff College (CGSC)
- Combined Arms Center—Training (CAC-T)
- Training and Doctrine Command Program Integration Office—Battle Command (TPIO-BC)
- US Army Information Operations Proponent (USAIOP)
- Current Force Integration Directorate (CFID)
- Battle Command Knowledge System (BCKS)
- Combat Studies Institute (CSI)

CAC also oversees the schools and centers shown on the map below.





# A Learning Organization

## Protecting the Future



The strong interconnection of responsibility between major subordinate organizations and core mission areas defines a key feature of CAC methodology. The CAC System focuses on collective, collaborative and complementary development of seven core functions: Leader Development, Functional Training, Collective Training, Training Support, Army Doctrine, Battle Command, and Lessons Learned.

As an orchestrated effect, this synergistic system feeds lessons learned into the processes of Army Doctrine development, which in turn shapes the development of battle command technologies, collective training, functional training, and leader development. Putting these critical links into full practice, CAC collects the Army's lessons learned from training experiences and actual war, analyzes them for insights, and applies the knowledge gained in initiatives to develop training as well as applying innovations and technologies from these discoveries to effect needed solutions.





# CAC: An Engine of Change

## KNOWLEDGE MANAGEMENT





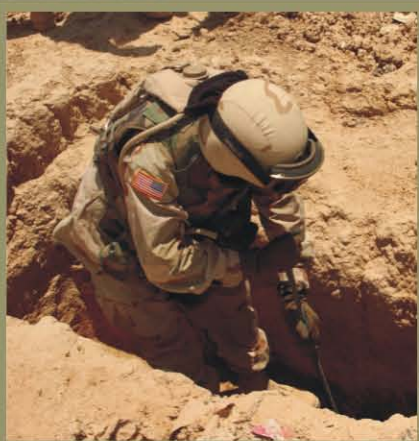
# CENTER FOR ARMY LESSONS LEARNED

## LESSONS LEARNED



<http://call.army.mil/>

The Center for Army Lessons Learned collects, analyzes, disseminates, integrates, and archives Army and joint, interagency, and multinational observations, insights, and lessons and tactics, techniques, and procedures to support full-spectrum military operations. The Center was founded in August 1985 and has expanded its initial focus on the National Training Center to deployments around the globe with units in combat, those undergoing transformation, and those rotating through the combat training centers. Information is collected through a variety of means; e.g., liaison officers in units collect and disseminate observations, insights, and lessons resulting from current operations; collection and analysis teams deploy to various locations; and liaison officers at the Army's combat training centers provide information. The Center for Army Lessons Learned analyzes the collected information and then provides interim solutions to the field. Concurrently, it facilitates the integration of individual and collective training lessons to the Combined Arms Doctrine Directorate for further analysis and study in the preparation of more detailed doctrine publications. The Center also publishes a wide range of warrior-focused handbooks, bulletins, newsletters, and special studies to support the U.S. Armed Forces. Units can access this information through the award-winning unclassified and classified web sites and the request for information system. This system enables subject matter experts to search the archives, contact proponents, and provide the information back to a requestor. The Center for Army Lessons Learned is a knowledge-based organization that operates at the tactical through strategic levels. It provides joint, interagency, and multinational forces with valuable observations and shares the information to better prepare Soldiers to win on the battlefield.





As an Army agent of change, the Center for Army Lessons Learned disseminates and integrates new concepts; tactics, techniques, and procedures; and other critical solutions throughout the Army. To reach out to other agencies and Soldiers, as well as to inform the public, it provides extensive publications both in print and online.



## Fueling CAC Synergy with Battlefield Assessments

*Collected in World-Wide Operations, Training, and Simulations*





# COMBINED ARMS DOCTRINE DIRECTORATE

<http://usacac.army.mil/CAC/CADD/index.asp>

# ARMY DOCTRINE



The CAC Commander is the Training and Doctrine Command's proponent for all Army doctrine. The Combined Arms Doctrine Directorate executes the CAC Commander's doctrine proponent responsibilities.

The joint dictionary defines doctrine as the fundamental principles by which military forces guide their actions in support of national objectives. It is authoritative, but requires judgment in application. In practice, doctrine is applied theory—theory derived from systematically analyzing patterns of recurring results of similar circumstances and events on various battlefields. Doctrine is based on careful observation and analysis of lessons learned through battlefield experience and simulated battlefield exercises. Since it is impossible to forecast every possible battlefield scenario and event, doctrine cannot be reduced to a “cookbook” of battlefield solutions. Therefore, the theory behind doctrine aims to cultivate in Soldiers a creative and adaptive thought process that enables them to deal readily with changing conditions. It does not attempt to outline an index of canned solutions. It aims to teach Soldiers *how* to think rather than *what* to think.





# Putting Theory into Practice

Army schools provide Soldiers training grounded in doctrine. Doctrine is composed of fundamental principles and tactics, techniques, and procedures. Soldiers and units learn and rehearse their practical understanding of doctrinal principles, and tactics, techniques, and procedures applicable to various aspects of the military, in the Army school system and at Combat Training Centers. This prepares them to apply doctrine in combat. After application, Soldiers and units provide qualitative feedback that is used to further update doctrine.





# COMBINED ARMS DOCTRINE DIRECTORATE

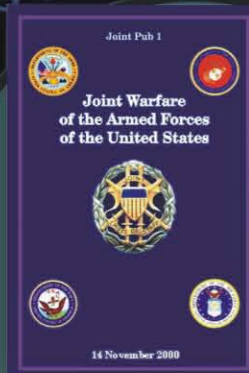
## Publishing Integrated Doctrine

The Director, Combined Arms Doctrine Directorate performs the CAC Commander's duties related to doctrine proponentcy, including doctrine integration. Doctrine integration ensures consistency of terms, presentation, and tactics, techniques, and procedures in Army doctrine for all echelons. In addition to these supervisory responsibilities, the Directorate researches, writes, coordinates, and produces over 40 Army doctrinal publications. These include capstone and keystone manuals for such topics as operations, command and control, and tactics. It also prepares manuals addressing tactics, techniques, and procedures for echelons above brigade, protection, and information operations.

As part of doctrine integration, the Combined Arms Doctrine Directorate participates in developing joint and multinational doctrine and represents the Army at specified joint and multinational doctrine forums. It monitors and supports development of joint and multinational concepts and doctrine, ensuring consistency throughout the Army and with joint and multinational forces.

The Combined Arms Doctrine Directorate works closely with the (Training and Doctrine Command) Army Capabilities Integration Center's Joint and Allied Doctrine directorate to ensure Army doctrine conforms to joint doctrine, except when the distinct requirements of land operations dictate otherwise.

JP 1



Joint Pub 3-0

Doctrine  
for  
Joint Operations

10 September 2001

JP 3-0



FM 1

The  
**Army**

14 June 2005

FM 3-0

OPERATIONS

DECEMBER 2006

DISTRIBUTION RESTRICTION:  
Approved for public release; distribution is unlimited.

HEADQUARTERS  
DEPARTMENT OF THE ARMY



# COMBINED ARMS DOCTRINE DIRECTORATE

## Promoting Operational Consistency

To help in the promulgation and understanding of Army doctrine, the Combined Arms Doctrine Directorate provides doctrinal subject matter experts to support Army transformation, the Combat Training Centers, and other organizations. It also acts as the Army's proponent for protection, terrorism counteraction, counterinsurgency, symbology, Airspace Command and Control, and personnel recovery.

To ensure continuity between doctrine and training, the Combined Arms Doctrine Directorate maintains the Army Universal Task List which is the foundation of the Automated Systems Approach to Training / Army Training Information Architecture database. It ensures continued linkage of the Army Universal Task List, the Joint Staff's Universal Joint Task List, and Army training products.

The Combined Arms Doctrine Directorate will continue to support the Army's transformation with ongoing doctrine development and revision. It will develop tools to promote realistic and relevant training. The Directorate will provide subject matter experts to support training the force. It will work to enhance common doctrinal understanding within the Army and among the Army and multi-Service and multinational forces.





# COMMAND AND GENERAL STAFF COLLEGE LEADER DEVELOPMENT

<http://cgsc.leavenworth.army.mil/>

The U.S. Army Command and General Staff College educates and develops leaders for full spectrum, joint, interagency, and multinational operations; acts as lead agent for the Army's leader development program; and advances the art and science of the profession of arms in support of Army operational requirements.



The Leavenworth Lamp of Learning

The Command and General Staff College's enduring purpose, supporting Army Leader Development and Education and Professional Military Education, provides a stable beacon for the future. It supports the development, integration, and synchronization of Army leader development and education systems through the Center of Army Leadership. The College executes professional military education programs to military and civilian leaders through five educational institutions: the Command and General Staff School, the School of Non-Resident Studies, the School of Advanced Military Studies, the School for Command Preparation, and the Army Management Staff College.





*There are a number of subordinate schools and centers in the Command and General Staff College:*

The Command and General Staff School develops officers who are able to lead fighting units at the tactical and operational levels of war. We educate them to function as staff officers and commanders of our combined arms formations. The School annually educates approximately 1200 field-grade officers in a year-long resident course; a portion of this annual 1200 student population consists of approximately 150 sister-service officers (U.S. Navy, Air Force and Marine Corps), and 100 international student officers. It also educates an additional 800 students per year at its satellite campuses in Fort Belvoir, Fort Lee and Fort Gordon.

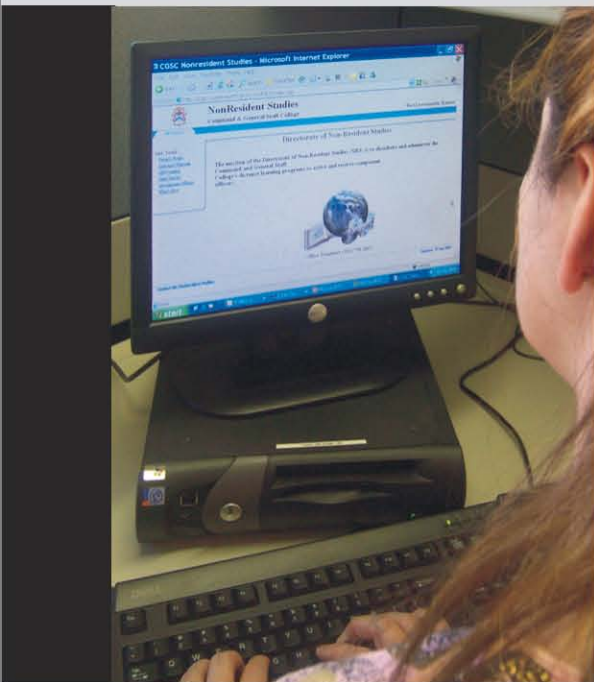
The Non-Resident Studies Directorate distributes and administers the Command and General Staff College's distance learning programs to Active and Reserve Component officers. It annually educates between 6,000 and 8,000 field-grade officers throughout the United States Army.



Bell Hall, Fort Leavenworth, Kansas



# COMMAND AND GENERAL STAFF COLLEGE



The School for Advanced Military Studies educates officers at the graduate level in military art and science to develop commanders and general staff officers in peace and war. The School conducts the Advanced Military Studies Program and the Advanced Operational Art Studies Fellowship.

The School of Command Preparation conducts pre-command courses for brigade and battalion commander selectees, Command Sergeants Major selectees, and spouses for effective Command Team performance. It also conducts training and education to include enhanced battlefield simulations for students, staff, and faculty.

The Army Management Staff College, located at Fort Belvoir, VA, educates and prepares Army civilian and military leaders to assume leadership and management responsibilities throughout the sustaining base and provides consulting services and conducts research in support of the sustaining base.

## *The Leavenworth Lamp of Learning*

*The Leavenworth Lamp is the traditional lamp of learning symbolizing the knowledge acquired at the U.S. Army Command and General Staff College—from which emerges a mailed fist representing the military nature of this knowledge. Clenched in the fist are a rifle and a sword, connoting the origin of the College as the School for Application of Infantry and Cavalry, and a guided missile symbolizing the future. The entire symbol thus represents the idea that from the College emerge leaders who, with their knowledge and control of the past, present, and future weapons of war, protect our liberty.*





# COMMAND AND GENERAL STAFF COLLEGE

The Center for Army Leadership is the Army's executive agent for Leader development, Leadership Instruction, Leadership Doctrine, and Professional Military Educational systems to sustain excellence in the Army's core competency of growing leaders.

The Digital Leader Development Center enables the education of leaders in the fundamentals and application of battle command and battle staff operations in a digital environment to increase knowledge and experience with command and control systems used during joint, interagency, and multinational operations. Additionally, the Center supports battle command and battle staff training throughout the Army.

The Combined Arms Research Library is a comprehensive military science reference and research center located in the south wing of Eisenhower Hall. Scholars, students, and writers use the Library's research materials and historical documents. It also serves as the general library for the post community.



Eisenhower Hall & the Combined Arms Research Library, Fort Leavenworth, Kansas



# COMBINED ARMS CENTER—TRAINING

# COLLECTIVE TRAINING

<http://usacac.army.mil/CAC/CAC-T/index.asp>

The Deputy Commanding General, Combined Arms Center oversees the Combined Arms Center—Training. The element's mission is to manage the development, resourcing, and integration of the Army's combined arms training efforts and programs to train units and leaders in the conduct of the full range of military operations in the contemporary operational environment. It identifies, gathers, and supports the field's training requirements. The Center supports Army Transformation, but its primary focus is on supporting the field's readiness and leader development requirements. It integrates the work of its directorates to support implementation of the Office of the Secretary of Defense Training Transformation Strategy.



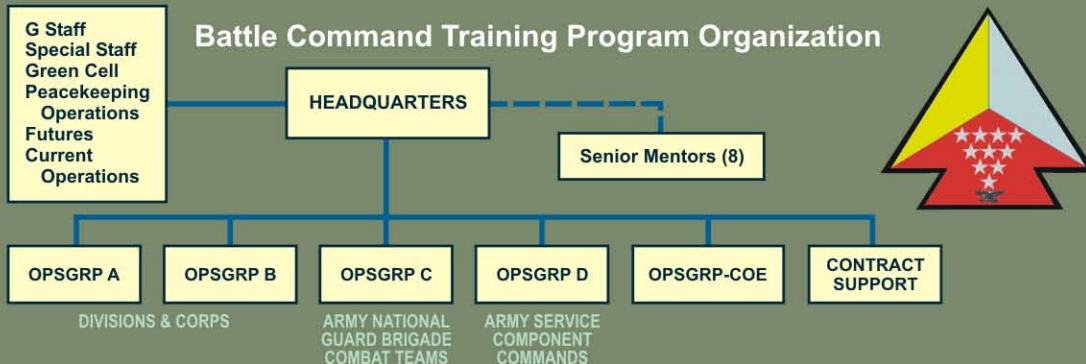
To accomplish this mission, the Combined Arms Center—Training identifies, gathers, and supports the field's collective training requirements and manages the Army's combined arms training strategy. The element provides oversight for the Battle Command Training Program, National Simulation Center, Training and Doctrine Command Program Integration Office for the Virtual Training Environment, Collective Training Directorate, Combat Training Center Directorate, Training and Doctrine Command Project Office-One Semi-Automated Force and the Army Joint Support Team at Hurlburt Field, FL.





# Training the Force Worldwide

The Battle Command Training Program conducts or supports combined arms training exercises using sophisticated simulation to replicate Joint-Interagency-Multinational Operations in a full-spectrum Contemporary Operational Environment, at worldwide locations, in accordance with the Army Forces Generation Model, for Brigade Combat Teams, Divisions, Corps, Army Service Component Commands, Joint Force Land Component Commanders, and Joint Task Forces in order to create training experiences that enable the Army's Senior Battle Commanders to develop current, relevant, campaign-quality, joint and expeditionary Battle Command instincts and skills.



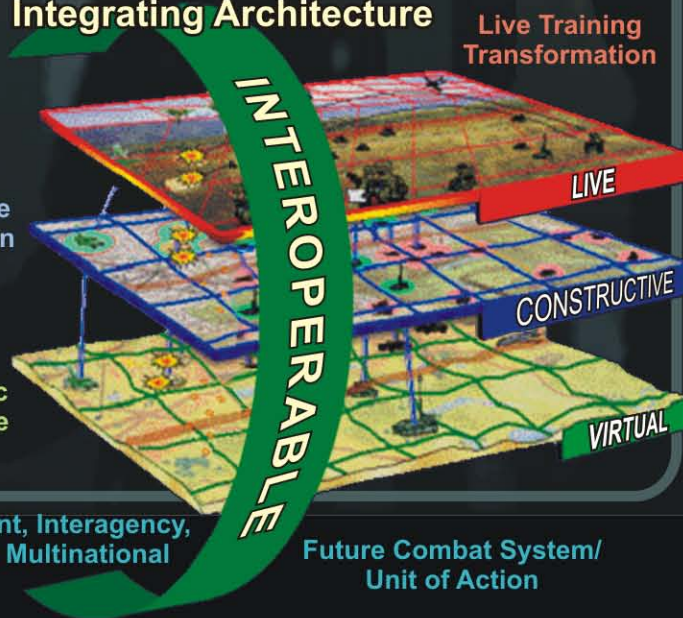
The National Simulation Center provides the Army with state-of-the-art constructive simulations to support training exercises and operations, enabling the Army to execute full spectrum operations in the contemporary operational environment. They provide direct support to the Battle Command Training Program and provide the Army oversight for combat development of constructive simulations. They are responsible for the development, operations, and support of a family of simulations for joint and combined operations/training. These simulations portray mobilization, deployment and redeployment for full spectrum operations in a contemporary operational environment. The Center is also responsible for the development of new training models for use by the Army and the linking of all live, virtual, and constructive simulations into a seamless training environment for Army and Joint training.

## Live, Virtual & Constructive Integrating Architecture

**Live, Virtual & Constructive Training Environment Concept**

Army Constructive Training Federation

Virtual—Synthetic Environment Core



*Embeds into and stimulates Army and Joint Battle Command Systems!*



# COMBINED ARMS CENTER—TRAINING

## Providing Training Oversight and Development



The Combat Training Center Directorate serves as the extended staff for the Army G-3 and the Department of the Army Responsible Official to facilitate validation, administration, and integration of the Combat Training Center Program budget and vision. They integrate training and resourcing issues across all Combat Training Centers. They are also the lead in transforming the Combat Training Centers to replicate the contemporary operational environment now faced by our forces overseas. The Directorate provides oversight in implementation of the Army's Combat Training Center task force recommendations approved by the Army's Chief of Staff.

The Combined Arms Center—Training's Collective Training Directorate manages, integrates, and develops Army Collective Combined Arms Training and Training Programs in Support of Unit Operational Readiness in a Joint, Interagency, and Multinational Environment. The Directorate is the Army's Executive Agent for the Combined Arms Training Strategies and unit training management system. It is the Training and Doctrine Command's proponent for collective training products, collective tasks, and battle command task and training products, ensuring training is fully addressed in current and future operational concepts. The Directorate manages the coordination, integration and development of training programs like Army training

management tools—Field Manuals 7-0, 7-1, and Digital Training Management System (web-based tasks, not mission training plans). The Directorate also focuses on Battle Command and Battle Staff Training, individual and collective training support and support to deploying forces. It published and updated the Homestation Master Plan used at all installations and has continued to support the Army Urban Operations Training Strategy and its integration into the Joint Urban Operations Training Strategy; the Combat Service Support Echelons Above Division Training Strategy; the Army Digital Training Strategy; Brigade Combat Team Modularity Transformation; and the Army Home Station Training Strategy. Based on these strategies, Army major commands develop their specific training requirements and the Combat Training Directorate validates these requirements as a step in the prioritization of funding future Training Aids, Devices, Simulations, and Simulators; ranges; training facilities; ammunition; and associated support requirements.

Review of Urban Operations Training Strategy





# COMBINED ARMS CENTER—TRAINING

## Developing Virtual Combat Trainers



The Training and Doctrine Command's proponent for the Army's virtual simulators and simulations is the Training and Doctrine Command Program Integration Office—Virtual. It performs as The Army's centralized planner, manager, and integrator for all combat developments associated with virtual simulators, simulations, and other components of the virtual training environment. These simulations include the Close Combat Tactical Trainer, the Aviation Combat Arms Tactical Trainer, Engagement Skills Trainer 2000, as well as those trainers under development for future systems and requirements.



### The One Semi-Automated Forces Objective System

- A tailorable, next generation Computer Generated Force
- Represents a full range of operations, systems, and control process
- Entity up to brigade level, with variable levels of fidelity
- Human-in-the-loop and no human-in-the-loop.



**Automated • Tailorable • Expandable • Interoperable**  
**SOFTWARE ONLY • PLATFORM INDEPENDENT**

Field to: Research, Development and Engineering Commands;  
Battle Labs; National Guard Armories;  
Reserve Training Centers; and All Active Duty Brigades and Battalions

*Replaces legacy entity-based simulations*

The Training and Doctrine Command's Project Office One Semi-Automated Forces performs as the Army's centralized planner, manager, and cross-domain integrator for all One Semi-Automated Forces simulation requirements from the Army's three Modeling & Simulation domains: Advanced Concepts and Research, Research Development and Acquisition, and Training Exercises and Military Operations. This system will replace the Army's human-in-the-loop entity level brigade and below simulations in all three modeling and simulation domains to include the semi-automated forces within the Army's virtual trainers.

## Facilitating Joint Air Operations



The Army Joint Support Team conducts U.S. Army and Joint Air-Ground education and training, and provides expertise, liaison, and exercise support to DoD through the 505th Command and Control Wing (Hurlburt Field), the Joint Air-Ground Operations Group (Nellis Air Force Base), and operational commands worldwide. It provides subject matter experts for the Battle Command Training Program and joint exercises as well as mobile training teams for requesting units. The Army Joint Support Team also develops training concepts and provides doctrine and procedures for joint air operations.





# TRAINING AND DOCTRINE COMMAND PROGRAM INTEGRATION OFFICE – BATTLE COMMAND

## BATTLE COMMAND

<http://usacac.army.mil/CAC/TPIO-BC/index.asp>

The Training and Doctrine Command Program Integration Office—Battle Command performs as the Army's centralized manager and integrator for all doctrine, organization, training, materiel, leadership and education, personnel, and facilities functions associated with the development of Army battle command systems within the current, Stryker, and future force. As the Training and Doctrine Command's proponent for battle command, it manages the aspects of commonality and interoperability within the current and future force to ensure Army, joint, interagency, and multinational interoperability. It also makes sure emerging battle command concepts and initiatives are consistent with future battle command development. These emerging concepts and initiatives must meet warfighter needs across the operational spectrum and allow commanders to:

- Respond with the right force at the right time.
- Support operational requirements to meet the needs of an Army and Nation at War.
- Create and preserve conditions for decision superiority to allow precision maneuver to positions of advantage.



**CAC**

*The proponent is organized under the CAC to enable the Army to meet the requirements for developing and establishing battle command.*

**Training and Doctrine Command Program  
Integration Office—Battle Command**

**Staff**

**Battle Command  
Battle Lab–L**

**Battle Command  
Combat Developments**

**Training and Doctrine  
Command  
System Manager  
Battle Command**

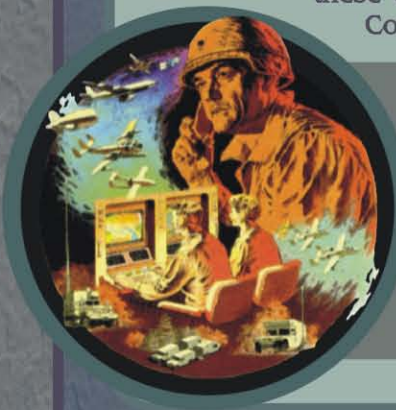


# Securing Technical Superiority For Exercising Battle Command

Battle command fully embodies the exercise of command in operations against a hostile, thinking enemy. As a key element of combat power, the art of battle command requires knowing if, when, and what to decide on the battlefield. To ensure our military forces maintain technical superiority in the application of battle command, the Training and Doctrine Command Program Integration Office—Battle Command identifies and tests the specific tools and methods a commander and staff must use for achieving mission success across the full spectrum of operations in support of the nation. Advances in the state-of-the-art result in specific functional realignments to effectively meet ongoing changes in technology and future requirements to achieve national objectives.

## Migrating Capabilities for Battle Command

To meet the Army's projected state of required readiness, the proponent assists in fielding current battle command capabilities and migrating these capabilities to the Future Command System and Joint Command and Control System.



During *Operation Iraqi Freedom*, tactical commanders were dependent upon a collection of stove-piped systems that only partially shared information and that were also limited by inadequate communications networks. Since this operation, the Army has increased the interoperability of systems and fielded new communications capabilities as part of a holistic battle Command capability set. By fiscal year 2014, the Army will reduce the number of battle command systems in use to one system of systems. The Joint Command and Control system will enable soldiers to have the information and access they need to effectively conduct Future Force operations.





# TRAINING AND DOCTRINE COMMAND PROGRAM INTEGRATION OFFICE – BATTLE COMMAND

## Improving the Tools and Techniques of Battle Command

### Research and Development

The Training and Doctrine Command Program Integration Office—Battle Command develops and executes experiments that investigate doctrine, organization, training, materiel, leadership and education, personnel and facilities domains for potential applications affecting battle command. It also monitors the developments of science and technology within industry, educational institutions, the Army and other service laboratories for potential applications that would advance the state-of-the-art for battle command.

### Ongoing Transformations

While pursuing research and development, the Training and Doctrine Command Program Integration Office—Battle Command continues to transform the Army's battle command capabilities to meet the immediate requirement of the current force until the future battle command system can be fully developed and fielded. This interim effort, called Army Battle Command System 6.4, uses a baseline of capabilities that provide a "Good Enough" capability by merging program and commercial off-the-shelf capabilities from the Army, other services, and multi-national efforts with lessons learned from on-going operations. These intermediate solutions provide an evolving capability for the current and Stryker forces, including important advancements for joint interoperability.





# TRAINING AND DOCTRINE COMMAND PROGRAM INTEGRATION OFFICE – BATTLE COMMAND

## Facilitating and Supporting Battle Command Capabilities

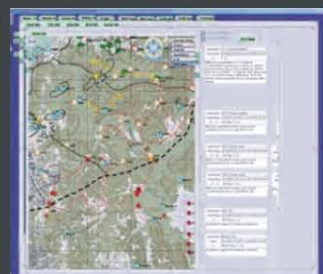
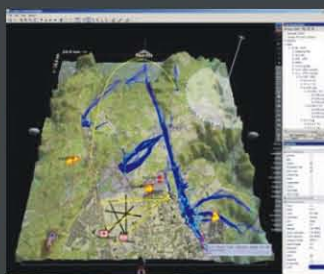
### Standardized Design and Documentation

Transformation, from the viewpoint of battle command, not only changes the way the Army fights, but also partly determines the design of future force structures. It drives the design and documentation of headquarters for divisions, corps, and Armies. It permits the standardization of the logical structure for headquarters within the Army's force design process and simplifies documentation. However the Army transforms itself, primary logical structures for command and control remain constant under the concept of commander centric platforms and command posts for the future force. Applications designed to untether the commander from his traditional command post, by providing platforms that augment the execution of battle command, permit the commander to move around in an integrated battle space and ensure the maximum amount of freedom for efficient command and control. Furthermore, the advantages of standardizing system architectures for headquarters staff sections and organizations at all echelons also clarifies information requirements for combat and materiel developers.

### Integrated and Coordinated Battle Space

The definition of integrated battle space includes the mission for Army Airspace Command and Control. It establishes concepts and doctrine for the full and safe use of three-dimensional battle space. The extensive use of manned and unmanned aircraft within the tactical airspace requires coordinated control of all aerial platforms and strict provisions for all other functional proponents (such as fire support, aviation, and military intelligence) that operate in the same space.

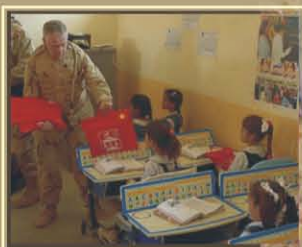
The Training and Doctrine Command Program Integration Office—Battle Command coordinates its actions with the Training and Doctrine Command's Army Capabilities Integration Center, Training and Doctrine Command's schools and centers, program executive officers and program and/or product managers, the Army test community, joint and Department of Defense staffs and agencies, Joint Forces Command, Space and Missile Defense Command, Special Operations Command, Army units, allied and coalition forces, and with academia and industry as appropriate.





# U.S. Army Information Operations Proponent

## INFORMATION OPERATIONS



<http://usacac.army.mil/CAC/functions/g7.asp>

In 1996, the Commanding General, CAC was designated the Army Specified and Personnel Proponent for Information Operations and created the CAC G-7 Directorate to act on his behalf as his executive agent for discharging the associated duties and responsibilities. In 2003, the CAC G-7 Directorate was also designated as the Army's Electronic Warfare Specified Proponent. On December 15, 2005, the CAC Commander established the U.S. Army Information Operations Proponent as a major subordinate organization for facilitating the dissemination of force-wide direction for information operations; providing guidance and professional information to the functional area 30 officer career field; advising other proponents, schools and centers, headquarters Training and Doctrine Command, headquarters Department of the Army and other services concerning functional area 30 personnel capabilities, force design, structure, and manning; and providing linkages to interagency, joint, multi-national, active Army, National Guard and Reserve information operations commands in order to execute synchronous operations.

- *Information Operations Specified Proponent Division*—Responsible for determination and subsequent development of information operations requirements within the doctrine, organization, training, materiel, leadership and education, personnel and facilities framework.
- *Information Operations Personnel Proponent Division*—Responsible for developing and supporting personnel life-cycle management functions for all functional area 30 officers.
- *Leader Development, Education and Training Division*—Responsible for developing information operations subject matter experts and awareness within the Army and the functional area 30 qualification course. Heavy emphasis is placed on maintaining a warfighting focus and the competencies necessary to employ information operations throughout the full spectrum of military operations in order to help commanders achieve the leverage necessary to succeed in current and emerging operating environments.
- *Electronic Warfare Specified Proponent Division*—Responsible for the integration, synchronization, and execution of doctrine, organization, training, materiel, leadership and education, personnel and facilities requirements.



# Combat Studies Institute



# MILITARY HISTORY

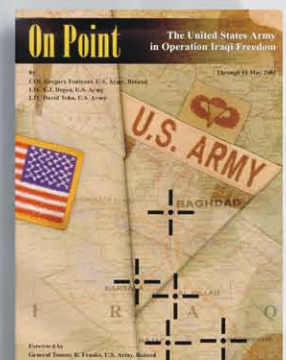
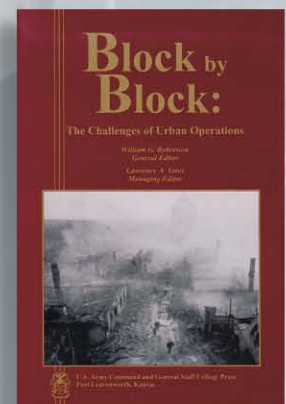
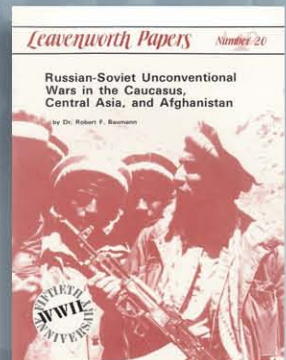
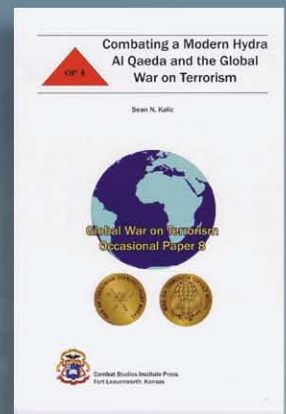
<http://usacac.army.mil/CAC/csi/index1.asp>

The Combat Studies Institute publishes original, interpretive research on historical topics pertinent to the current doctrinal concerns of the U.S. Army. It serves as the proponent agency for the development and maintenance of an integrated progressive program of military history instruction in the Training and Doctrine Command school system, develops and conducts staff rides for the Command and General Staff College and the U.S. Army at large, and writes timely monographs that chronicle and analyze significant events affecting recent military operations. The Combat Studies Institute also collects and preserves artifacts related to the frontier Army and Fort Leavenworth and chronicles the history of the Combined Arms Center.

Providing the Combined Arms Center, Training and Doctrine Command, the Army, and the nation with first class historical analysis, professional development and historical support that is timely and relevant to the needs of an Army at war.

## The Combat Studies Institute teams include:

- **Military History Instructional Support Team**—Improves history instruction conducted throughout the Army school system. The team conducts military history instructor courses at all levels to help history instructors become more knowledgeable and professional. The goal is to elevate history instruction so that all Soldiers understand how the past can serve to illuminate the challenges they face today.
- **Staff Ride Team**—Develops, maintains, and performs staff rides as a Soldier education tool. By focusing on the timeless and universal aspects of warfighting, staff rides provide important insights into military operations, concepts of leadership and the face of battle, through vignettes and topics for discussion. The team also provides information and guidance to U.S. Army units and agencies on how to conduct staff rides to educate leaders.
- **Contemporary Operations Studies Team**—Provides timely monographs that chronicle and analyze the Army's role in the Global War on Terrorism. The first project is a monograph analyzing Operation Iraqi Freedom from May 2003 to January 2005. As mission requirements broaden throughout the Army, so do the team's potential tasks.
- **Research & Publications Team**—Writes and publishes doctrinally relevant historical studies for use by current U.S. Army leaders and planners. The Combat Studies Institute's publications are available in a variety of formats: Command and General Staff College Press, Leavenworth Papers, Global War on Terrorism Occasional Papers, Combat Studies Institute Special Studies, Combat Studies Institute Reports, and other miscellaneous offerings. The team also hosts an annual historical symposium that gathers leading academics and senior military officers to address historical topics relevant to the current operations of the U.S. Army.
- **Operational Leadership Experience Team**—Constructs a database of oral history interviews with participants in Global War on Terrorism operations around the world. This project is used by the Combat Studies Institute, Army and Department of Defense agencies, and civilian researchers to document the U.S. Army's role in the Global War on Terrorism in a variety of formats.
- **Frontier Army Museum**—Collects and preserves artifacts that tell the story of the Frontier Army from 1804 to 1916 and Fort Leavenworth from 1827 to the present through its collection of historical artifacts. This collection forms exhibits and serves as a medium for study. The museum supports CAC with educational tours and artifact displays and is open to the public for both tours and outreach programs.
- **CAC History Office**—Researches, chronicles, analyzes, and publishes the activities and accomplishments of the Combined Arms Center and Fort Leavenworth. It provides the Commander and his staff accurate historical research and analysis, maintains the command archive, prepares the annual command history, conducts the command Oral History program, maintains professional historical liaison, and supports leader development, public information and visitor services through historical education.





## Foreign Military Studies Office

# FOREIGN MILITARY STUDIES

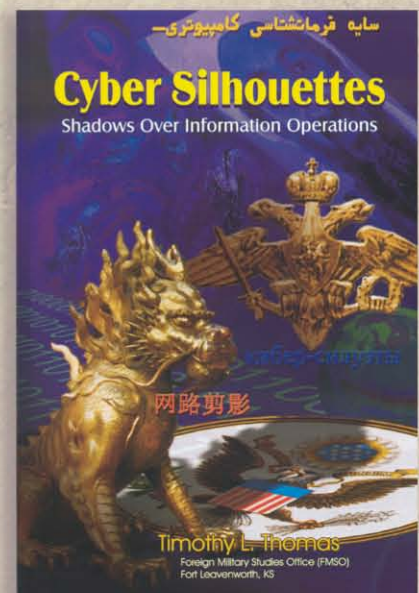
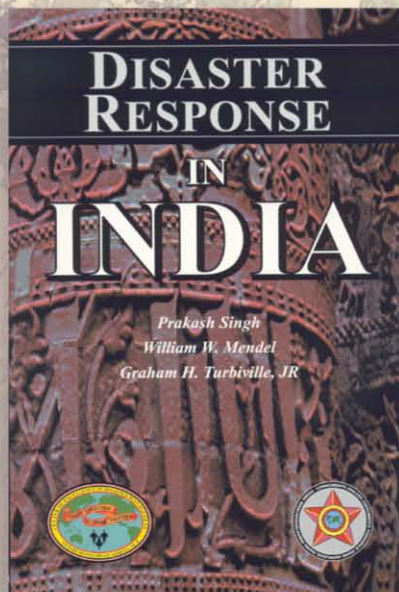
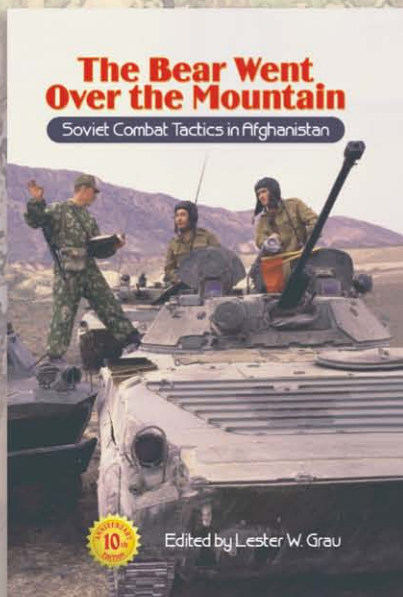


<http://fmso.leavenworth.army.mil/>

The Army's Foreign Military Studies Office at Fort Leavenworth is a research and analysis center under the U.S. Army's Training and Doctrine Command, Deputy Chief of Staff for Intelligence.

The Foreign Military Studies Office researches emerging and asymmetric threats, regional military and security developments, and other issues that define evolving operational environments around the world. It produces studies, articles, briefings and lectures that broaden U.S. understanding of foreign military developments, policy formulation, decision making, and military education. The Foreign Military Studies Office actively participates in military-to-military and academic outreach programs with many foreign nations.

The Foreign Military Studies Office manages and operates the Fort Leavenworth Joint Reserve Intelligence Center. The Center's personnel and units operate at Fort Leavenworth while remote drilling teams make substantial contributions to many Foreign Military Studies Office production efforts. The Foreign Military Studies Office also manages the Homeland Infrastructure Security and Threats Office.





# University of Foreign Military and Cultural Studies

## RED TEAMING

Today's Army requires an independent capability that will allow it to quickly adapt to new and unanticipated requirements.

The University of Foreign Military and Cultural Studies at Fort Leavenworth is an Army-directed education, research and training initiative for Army organizations and other joint and government agencies.

Red Teaming is a structured, iterative process, executed by trained, educated, and practiced team members that provides commanders an independent capability to fully explore alternatives to plans, operations, concepts, organizations and capabilities in the context of the operational environment and from our partners' and adversaries' perspectives.

The University of Foreign Military and Cultural Studies educates Red Team Leaders, Members, and Practitioners; researches best practices for Red Teaming tactics, techniques and procedures; and develops a reach-back capability to provide commanders and staffs alternative perspectives. Trained Red Teams will be educated to look at strategic, operational and tactical problems from the perspectives of our adversary and our multinational partners, with the goal of identifying alternative strategies. These teams provide commanders with critical decision-making expertise during planning and operations. The teams' responsibilities include challenging planning assumptions, conducting independent analysis, examining courses of action, and identifying vulnerabilities.



# Constructing the Future





## Stepping Ahead into Tomorrow

- **Lewis & Clark Center**—The U.S. Army's Command and General Staff College will have a new home in August 2007. The Lewis & Clark Center will commemorate the brave Army explorers of the early 19th century. The Center's state-of-the-art design will facilitate the Army's dedication to advanced education and support for the core competencies embodied in each of our officers. It will leverage advances in educational technology and learning environments to support the Army's current and future forces, sister services and international officers.
- **Battle Command Knowledge System** —The System became "operational" on August 15, 2004, and is under the command and control of the commanding general, U.S. Army Combined Arms Center. The Battle Command Knowledge System is a web-based, Army level knowledge management system that supports Soldiers and leaders in the performance of their respective operational missions. The main thrust of the System is to support operations with secondary support to the institutional Army.
- **Modular Force**—The Army is in the process of transforming its organizational structure to a responsive, modular brigade-base with joint capabilities, force packaging and rapid deployment potential. On March 1, 2005, and in support of Army Transformation, the Combined Arms Center's Current Force Integration Directorate assumed the mission for integrating Modular Force conversion in support of the Training and Doctrine Command. The Directorate coordinates and manages Modular Force doctrine, organization, training, materiel, leadership and education, personnel, and facilities issues and solutions across CAC and the Training and Doctrine Command, specifically focusing on Doctrine, Training and Leader Development. The Current Force Integration Directorate also identifies and reports resource requirements and shortfalls, assists units converting to the new organizational designs, and educates Army, sister service, civilian and foreign audiences on all aspects of the Modular Force.
- **Military Review**—Since 1922, *Military Review* has provided a forum for the open exchange of ideas on military affairs. It focuses on research and analysis of the concepts, doctrine and principles of warfighting between the tactical and operational levels of war. The refereed journal provides a forum for original thought and debate on the art and science of land warfare and other issues of current interest to the U.S. Army and the Department of Defense. *Military Review* also supports the education, training, doctrine development and integration missions of the Combined Arms Center. The journal is printed bimonthly in English, Spanish and Portuguese and quarterly in Arabic and is distributed to more than 100 countries. Widely quoted and reprinted world wide, it is a readily available reference at most military and civilian university libraries, research agencies, and electronically via the Internet.

<http://usacac.leavenworth.army.mil/CAC/milreview/>





# *Constructing the Future*

## COMBINED ARMS CENTER

### Lewis & Clark Center



*History...Tradition...Future*

*Linked by the Common Thread of Education*



The Lewis & Clark Center will facilitate the Army's dedication to advanced education and support for the core competencies embodied in each of our officers. It will leverage advances in educational technology and learning environments to support both the current and future forces of our Army, our sister services, and the international forces whose officers attend the Command and General Staff College.



# Constructing the Future

## Leveraging Educational Technologies

### 1. People are our priority.

The Lewis & Clark Center reinforces our Nation's commitment to provide our military personnel with the best educational experiences possible. The U.S. Army Command and General Staff College is committed to providing leaders who are equipped to shape the future security environment and strengthen global alliances.



### 2. Leaders today need tomorrow's technology.

The Lewis & Clark Center will leverage advances in educational technology and learning environments to support both the current and future forces of our Army, sister services and international exchange officers. We are a nation at war and the Command and General Staff College is indispensable in the education of leaders of the Joint Team, who will help secure America's future and shape global stability.

### 3. We can shape the future.

Our efforts today will serve to establish the Command and General Staff College and Fort Leavenworth as a model learning environment and community. Leaders educated at the Lewis & Clark Center will serve to inform, engage and influence people around the world.

#### FACTS:

1. The Lewis & Clark Center will cost \$149M (\$115M Military Construction and \$34M Operation and Maintenance, Army and Other Procurement, Army) and accommodate more than 1500 Command and General Staff School students and more than 600 staff and faculty.
2. State-of-the-art facility that accommodates technologies of today and the future with 96 classrooms that seat 16 students each.
3. Construction of the Lewis & Clark Center began in the summer of 2004 and will be completed in 2007.
4. Classes will begin in the Lewis & Clark Center the summer of 2007.



# Constructing the Future

## Optimizing Army Knowledge



## Battle Command Knowledge System

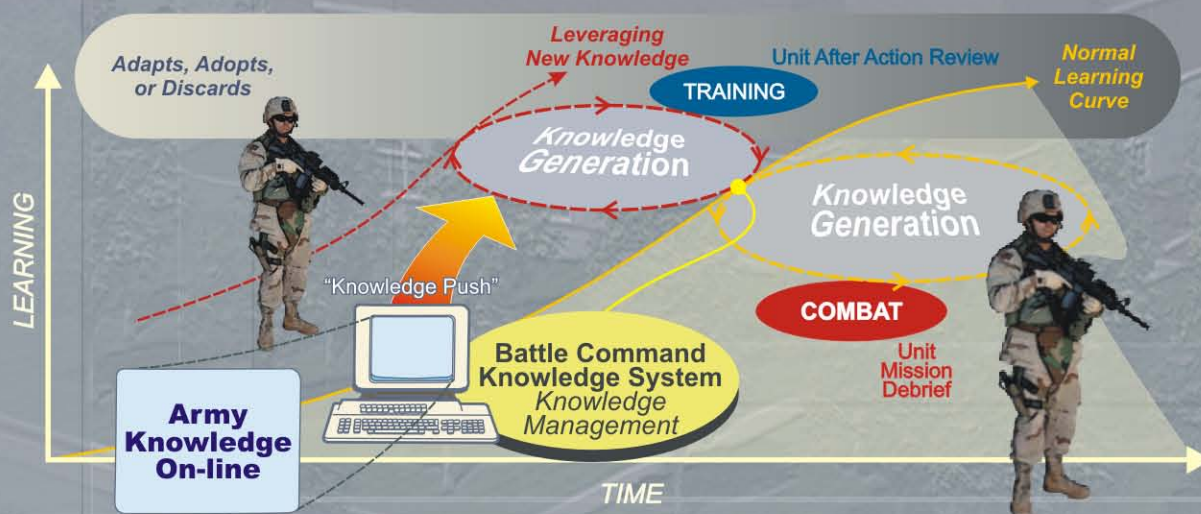
<https://bcks.army.mil>

The Battle Command Knowledge System, under the command and control of the commanding general, U.S. Army Combined Arms Center, establishes an Army level knowledge management system to support soldiers and leaders in the performance of their respective operational missions.

Operating within both the Operational and Institutional Army domains, the Battle Command Knowledge System supports the Army Campaign Plan and Army Forces Generation. This system joins people, information and expertise to increase the content, quality and accessibility of Army knowledge; to improve leaders' adaptability and intuition; and to facilitate the creation of high performing teams.

The Battle Command Knowledge System provides the Army a cadre of unit and functional area knowledge managers and the web-based capability necessary to facilitate the transfer of knowledge from those who have it to those who need it. A growing population of the Army Team—Soldiers, Department of the Army civilians, and contractors—relies on the Battle Command Knowledge System to preserve and share intellectual assets among themselves and throughout an expanding system of Department of Defense information repositories.

The Battle Command Knowledge System facilitates the transfer of timely and relevant Army knowledge—thus increasing the effectiveness of Soldiers and units.



### The System:

- Facilitates professional discussions through online and asynchronous collaboration forums that generate, share and archive Army knowledge.
- Fosters Leader Development through professional forums, online teaming and collaborative decision games.
- Enhances Professional Education and Life Long Learning by connecting institutional schools / centers with operational units and providing a means for Soldiers to continue their professional development throughout their careers.
- Assists Units and Soldiers in the establishment and implementation of virtual Right Seat Rides between units in contact and those preparing for deployment.
- Establishes a method for dialogue and discussions related to Soldiers' observations, insight and lessons, and doctrine development.



# Constructing the Future

## Transforming to Fit Requirements

### The Army's Modular Force

<http://usacac.army.mil/CAC/staff/g8.asp>



## Projecting the Army Worldwide







**United States Army**  
**Combined Arms Center**

[www.leavenworth.army.mil](http://www.leavenworth.army.mil)

Headquarters Combined Arms Center,  
*Strategic Communications*

415 Sherman Avenue, Unit 1  
Fort Leavenworth, Kansas 66027